

Nantucket, Massachusetts

Economic Recovery Taskforce Roundtables

Summary Report / May 2020



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Executive Summary

In May 2020, the Town of Nantucket engaged The Novak Consulting Group to facilitate roundtable discussions in support of the Economic Recovery Taskforce. These discussions were focused on eight sectors of the Nantucket economy and aimed to develop actionable initiatives the Town could take to help each sector overcome challenges associated with the economic fallout that has resulted from the COVID-19 pandemic. Over 150 community members participated in the eight roundtable discussions; a summary of each roundtable is included in this report, and detailed notes from each roundtable are included as Attachment A to this report.



Figure 1: Summary Visualization

Overall, participants appreciated the effort the Town was putting in to connect with businesses and understand their needs. Participants were invited to share short- and long-term challenges they are facing as well as the measures they are taking to protect the health and safety of their employees, clients, patrons, and customers. As a part of each roundtable, participants were assigned to small breakout groups to discuss action the Town could take to assist businesses in their specific sector. Each group reported back with three actionable items (policy changes, orders, or advocacy initiatives) that were shared with the larger group.

The most common theme among all the roundtable discussions was the need for timely, clear, and consistent communication from the Town. This ranged from providing clear orders about what restrictions are in place or when they are lifting, to having signage to advise visitors about appropriate protocols and

restrictions. Several groups expressed the desire for the Town to act as a champion in communicating that Nantucket is still "open for business" and explaining how operations may have changed to protect health and safety. Participants also expressed a desire for the Town to act as a connector and allow businesses to share resources and best practices with each other as well as communicate the latest guidance to those businesses. Related to communication but highlighted distinctly, was a desire by participants for the Town to align their regulations with the State of Massachusetts, rather than put more restrictive orders in place.

The next most common theme pertained to the creative use of outdoor space to support businesses. This included expanded outdoor dining and increasing the use of public spaces like the beaches, parks, or parking lots to allow businesses to operate in these spaces in new ways. These expanded footprints would allow for better social distancing and give businesses the opportunity to creatively work under the restrictions of COVID-19 without putting customers' health and safety at risk. Some participants also brought up restricting traffic or closing streets to vehicles to make more room for businesses and pedestrians in certain areas. Others expressed the need to balance parking with the use of sidewalks or streets. Some businesses are already doing curbside operations and could serve as model for others that want to expand.

Every group discussed the need for guidance regarding cleaning and sanitation. Some are interested in the specific application for their industry or how it should change with the nature of their work; others felt there is conflicting guidance and want one set of clear instructions from the Town. This extends to the use of Personal Protective Equipment (PPE) and the situations in which it should be used or is required. Many participants asked the Town to coordinate the purchase of PPE and cleaning supplies since it is currently difficult to find and procure.

The final commonality across the groups is a desire for Town policies and regulations pertaining to permitting and events to be evaluated and loosened. Several participants want expanded operation under their permits, for example, the ability to sell alcohol to-go or expand sidewalk dining. Others are unsure if 2020 event permits can be grandfathered into 2021 or if the number of certain event permits should be expanded. The bottom line is that there is a desire for the Town to have a clear policy and guidance that businesses and customers can act upon with certainty in the coming months.

The following sections of the report discuss each sector in detail as well as the actions participants want the Town of Nantucket to take.

Accommodations Sector

On May 7, 2020, the Town of Nantucket and The Novak Consulting Group hosted a virtual roundtable discussion for the accommodations (Lodging and Real Estate) sector as part of the Town's Economic Recovery Taskforce efforts. Forty-five community members representing the lodging and real estate industry participated in a facilitated discussion about the challenges they are facing and actions that the Town can take to better serve them. In addition, participants were asked to share best practices for how they are protecting the health and safety of their employees and customers.

In addition to an overall limitation on offering accommodations, this sector faces challenges related to cleaning and sanitation procedures. Participants expressed that they are committed to the safety of their guests and staff but are unsure of the best practices for ensuring rooms are cleaned and ready for reuse. There was some discussion about room turnover and whether there needs to be new training for their cleaning staff around procedures specific to COVID-19. Participants shared that they are dealing with cancellations and the uncertainty of when bookings will be allowed is a long-term challenge for their operation. There is also a desire that whatever guidelines come from the Town match the State of Massachusetts so that there is consistency with how Nantucket is operating.

After the general discussion of challenges, participants were separated into small breakout groups to brainstorm ideas for what the Town of Nantucket could do to assist businesses in the accommodations sector. Each group was asked to share three actionable items. The most common theme from this discussion around Town actions pertained to cleaning, specifically clear procedures. The following is a summary of the discussed Town actions:

- **Create clear guidelines for cleaning procedures and requirements** – Participants expressed that there needs to be clear and consistent guidelines for how cleaning should be conducted in their sector.
 - This includes both the process and the necessary equipment that should be offered to staff and customers.
 - There is resistance to the idea of a "cooling off" period for rentals, but, if that is the decision, the Town should communicate that requirement and give businesses the opportunity to prepare for the protocol.
 - In addition to the cleaning protocols for rooms, participants would like clarity about communal spaces like recreational areas or lobbies.
- **Serve as a central source for information with consistent communication** – Participants feel that the Town could serve as a conduit to get the best and latest information to businesses as well as welcoming visitors to the island in a single voice.
 - Participants are interested in better communication of short-term guidance from the Town as well as, when possible, long-term guidance so that planning can be done for the rest of the year.
 - The Town should serve as a single source for the latest information, allowing businesses and visitors to go to one place rather than navigating a variety of information and sources.
 - There was discussion of the use of "Ambassadors" to welcome visitors as they arrive in Nantucket and share how operations have changed during the pandemic.
- **Ensure guidance from the Town matches the State of Massachusetts rather than being more restrictive** – Participants want there to be consistency with Town restrictions and procedures and the rest of the State rather than going above and beyond the Governor's orders.

- **Create clear protocol for dealing with suspected illnesses and quarantining employees** – There was a general consensus around the need to create a protocol for dealing with employees or customers that appear or report to be sick. In addition, several participants wanted to know if employees are expected to be quarantined when they first arrive on the island.

Other areas of discussion included: the need for guidance around food service; a desire for the Town to offer liability protection; and expedited inspections especially for employee housing.

The roundtable session ended with a discussion of actions participants are taking to protect staff and customers. Participants shared that they are purchasing PPE, adding protective plexiglass to common areas, and working through industry best practices. The American Lodging Association has issued COVID-19 guidelines¹ as has the Vacation Rental Management Association.²

The following figure is a visualization of the accommodations sector discussion.

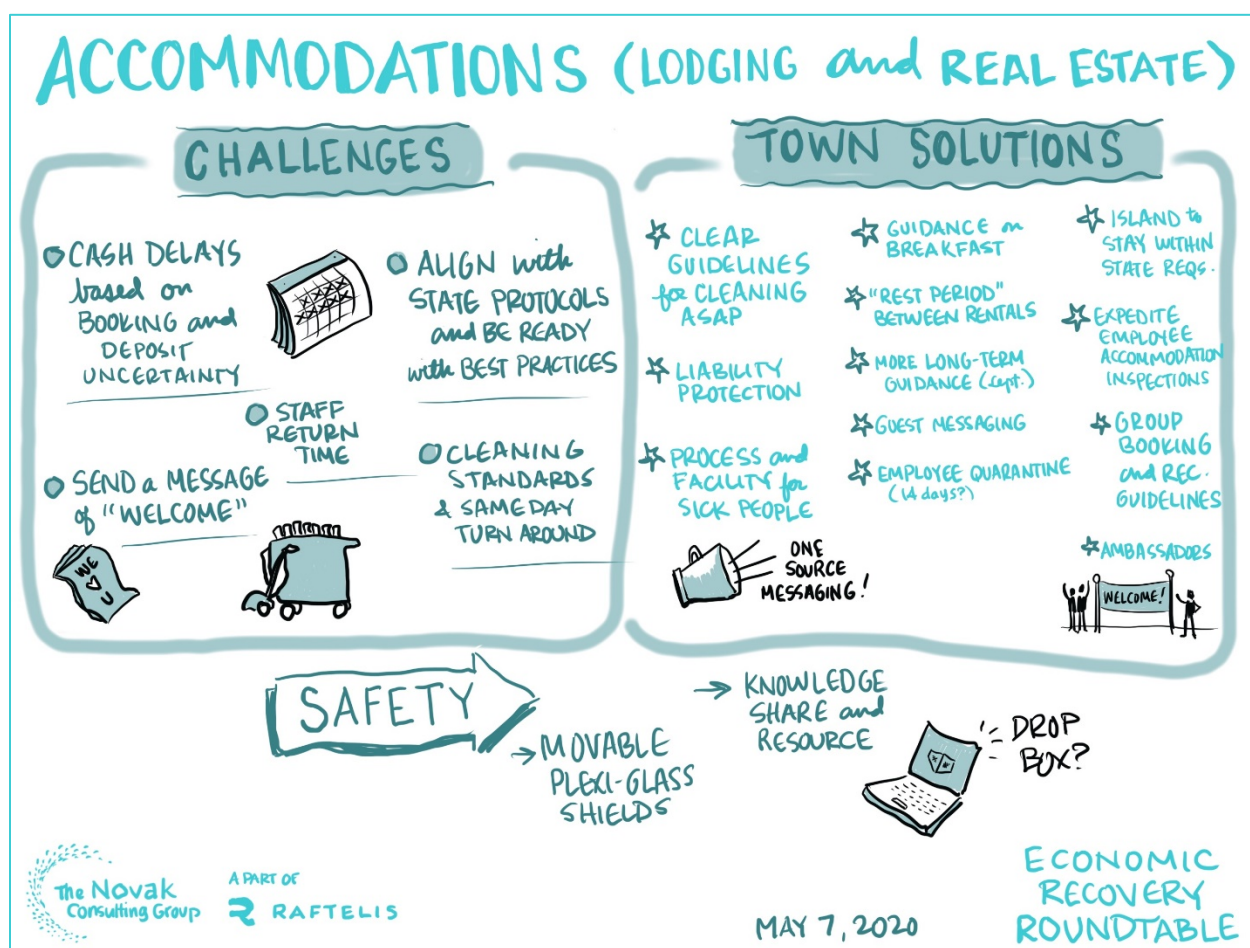


Figure 2: Visualization of Accommodations Sector Discussion

¹ <https://www.ahla.com/covid-19-resource-center>

² https://www.vrma.org/page/vrhp/vrma-cleaning-guidelines-for-covid-19?fbclid=IwAR2PgJcGHILrWebkHsTHpaSjmaZIXntoamxiokTO12ay8OrOyI_tA3m5Jk

Arts, Culture, and Non-Profit Sector

On May 5, 2020, the Town of Nantucket and The Novak Consulting Group hosted a virtual roundtable discussion on the arts, culture, and non-profit sector as part of the Town's Economic Recovery Taskforce efforts. Seventeen community members representing the industry participated in a facilitated discussion about the challenges they are facing and actions that the Town can take to better serve them. In addition, participants were asked to share best practices for how they are protecting the health and safety of their employees and customers.

This sector has been particularly impacted by the restrictions on group gatherings and communal spaces. Many organizations are supported by large annual events or spaces that accept regular visitors. Others rely on seasonal events, like weddings, that occur during the summer months and have been cancelled in 2020. During the pandemic, the restriction of these events and gathering places has impacted finances and created uncertainty. In addition, organizations that rely on donations recognize it is not a good time to be asking for donations. Like other sectors, participants are also facing challenges related to cleaning and staffing. Some participants raised the challenge of maintaining social distancing while working with children.

After the general discussion of challenges, participants were separated into small breakout groups to brainstorm ideas for what the Town of Nantucket could do to assist businesses and those who work in the arts, culture, and non-profit sector. Each group was asked to share three actionable items. The most common theme from this discussion pertains to communication, especially digital communication, and resources available online. The following is a summary of the discussed Town actions:

- **Increase digital communication and online resources available to the community** – Participants expressed a desire to have the latest information available on the Town's website and push it out to the community using digital tools. The sentiment was to allow information to be readily accessible and easily located, so that both businesses and customers could find the information they need.
- **Provide resources for hosting online events and accessing digital resources** – Participants have been working on moving their normally in-person events to digital events. Participants are interested in the resources available to them; the Town could assist with information sharing and serve as a clearinghouse for that information. In addition, some participants expressed the desire for the Town to assist residents and visitors with internet access. If resources and events are only going to be available digitally, it is necessary to ensure there is equitable access for everyone.
- **Create clear and consistent rules for social distancing in all environments** – There needs to be more clarity around the social distancing requirements in place. Participants want consistent rules for social distancing.
- **Assistance with procuring PPE if it is a requirement for operation** – Participants discussed the need for PPE and if the guidance from the Town is to require use of PPE or make hand sanitizer available, they will need assistance with procuring these items. Currently, supplies are on a delay and requiring that equipment would in turn delay opening or operation.
- **Provide guidance for large and small events** – Currently, gatherings are restricted, but participants want clarity on the ability for large and small gatherings to take place in the near term and future. There was specific discussion of camps and whether or not they would be allowed to operate.

Other areas of discussion included: the need for rapid testing, possibly as visitors arrive on the island; ensuring local guidelines align with the State's; whether new arrivals would need to be quarantined; and, access to outdoor spaces to set up exhibits or art shows.

The roundtable session ended with a large group discussion of actions participants are taking to protect staff and customers. Participants shared that they are supplying sanitizer and creating single entrances and exits to their buildings. Others discussed the need for portable handwashing stations, the need to clean spaces throughout the day – rather than just at the end – and the need for consistent messaging to visitors about safety procedures.

The following figure is a visualization of the arts, culture, and non-profit sector roundtable discussion.

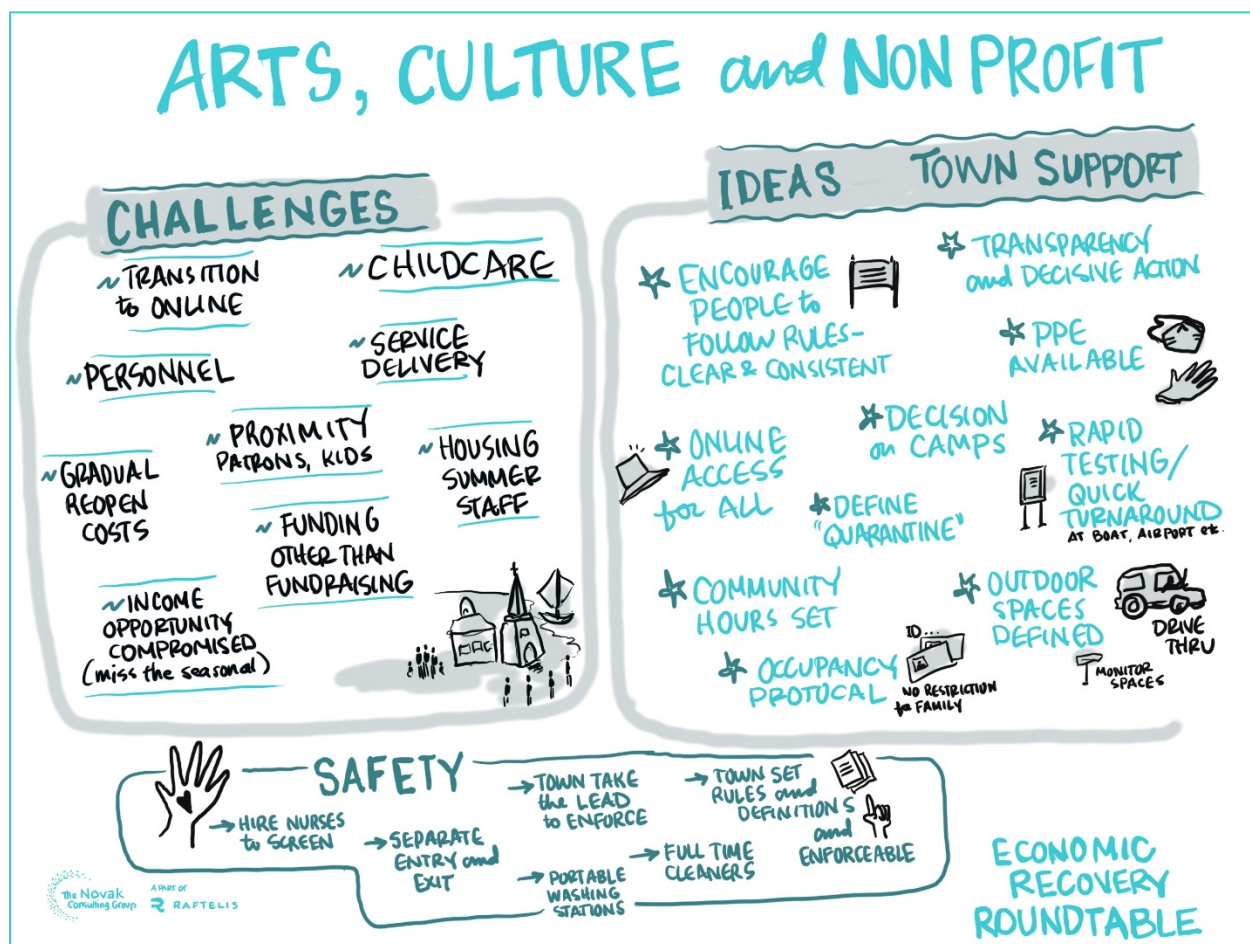


Figure 3: Visualization of Arts, Culture, and Non-Profit Sector Discussion

Construction, Landscaping, and Other Trades Sector

On May 8, 2020, the Town of Nantucket and The Novak Consulting Group hosted a virtual roundtable discussion with the construction, landscaping, and trades sector as part of the Town's Economic Recovery Taskforce efforts. Eleven community members representing the varied industry participated in a facilitated discussion about the challenges they are facing and actions that the Town can take to better serve them. In addition, participants were asked to share best practices for how they are protecting the health and safety of their employees and customers.

This sector has faced financial challenges during the pandemic and there is concern about what work will be allowed. This has been particularly felt by companies that do housekeeping and cleaning; they have been unable to operate and have been impacted by the lack of childcare on the island. Other participants shared challenges of permitting and whether work would be allowed to continue under permits if they expire due to pauses related to the pandemic. This sector is concerned about businesses not based in Nantucket coming to the Island and operating under the radar which impacts the local businesses trying to abide by strict regulations and of course enhances the risk of community spread.

Once participants shared their challenges, small breakout groups were formed to brainstorm ideas for what the Town of Nantucket could do to assist businesses in the construction, landscaping, and other trades sector. Each group was asked to share three actionable items. The most common theme from this discussion concerns communication and enforcement and the need for PPE. The following is a summary of the discussed Town actions:

- **Communicate clearly and consistently about the latest requirements** – Participants discussed the need for the Town to be more proactive in responding to questions and providing resources to the community. There is concern about enforcement and the need for clarity around compliance. Communication also needs to be available in multiple languages to ensure all workers in the sector are able to access the information they need.
 - Like other sectors, the participants expressed a desire for the Town to act as a central resource for the latest information, guidance from other organizations as well as best practices for how to operate.
 - If PPE is going to be a requirement to operate, participants want resources for where it can be procured.
- **Create guidance for cleaning businesses to begin operations** – General consensus is that cleaning businesses have been left behind by the current guidance provided by the Town. There is a desire to allow housekeeping and cleaners to operate, even in a scaled back manner.
- **Create guidance for childcare operations to resume** – Some participants cannot return to work without childcare. Some discussed how people have taken their children to jobsites, but this is unsafe and not a desired strategy. The Town should act by providing childcare operators the guidance necessary to begin operations; this will need to cover capacity issues as well as cleaning requirements.
- **Provide information about permitting and construction projects** – This was discussed because participants are worried about lining up work for the fall if construction permits are not being issued.

Other areas of discussion during this roundtable included: the desire to slowly allow businesses from off the island to operate in Nantucket rather than allowing them all at once; and, matching the State guidance rather than being more restrictive.

The roundtable session ended with a large group discussion of actions participants are taking to protect staff and customers. Participants shared a desire to communicate as an industry what safety protocols they are taking as some seemed unclear what the standards are, if any. Participants shared that in stores they are asking customers to wear masks and stay six feet apart or are restricting their movements.

The following figure is a visualization of the construction, landscaping, and other trades sector discussion.



Figure 4: Visualization of Construction, Landscaping, and Other Trades Discussion

Health, Human Services, and Childcare Sector

On May 6, 2020, the Town of Nantucket and The Novak Consulting Group hosted a virtual roundtable discussion for the health, human services, and childcare sector as part of the Town's Economic Recovery Taskforce efforts. Eleven community members representing the industry participated in a facilitated discussion about the challenges they are facing and actions that the Town can take to better serve them. In addition, participants were asked to share best practices for how they are protecting the health and safety of their employees and customers.

The discussion of challenges centered on the uncertainty for childcare operations and the need for them to operate safely. Participants shared they have faced financial uncertainty but were also interested in finding ways to contribute to the community if their regular operations are not possible. Other participants shared the challenge of a current lack of childcare, as well as the challenge of operating safely if your business requires "hands-on" work like massaging, children's camps, or mediation. The cost of PPE and the uncertainty with providing information to staff is also a challenge.

After the general discussion of challenges facing their sector, participants were split into small breakout groups to brainstorm ideas for how the Town of Nantucket could assist the health, human services, and childcare sector. Each group was asked to share three actionable items. The most common theme from this discussion was based on communication with a focus on the guidelines necessary to reopen different businesses. The following is a summary of the discussed Town actions:

- **Create clear guidelines and timeline for reopening by sector** – Participants felt that there needs to be more clarity and specificity for different sectors and when they would be allowed to operate. In particular, a timeline for when different sectors could operate again would be helpful to plan and prepare.
 - Participants expressed a desire to form sub-groups to engage in further discussion and resource sharing by more specific sectors. This could be organized by the Town, but community members would drive the conversation.
- **Provide communication in multiple languages** – Participants felt that communication and guidance from the Town should be available in a number of languages to ensure it reaches everyone.
- **Assist with procurement and provision of PPE and cleaning supplies** – Some participants need assistance with finding PPE and necessary cleaning supplies. If these things are needed to operate, the Town should assist with connecting businesses with resources. In addition, the Town should help distribute PPE to the public, rather than relying on individuals to get it on their own or businesses to distribute it.
- **Provide clear guidance for resuming childcare operations and other businesses that work with children** – There is a lot of uncertainty around childcare currently; the Town should issue guidance for how these businesses can resume their operations; this would have an outsized impact by allowing parents to return to work or reduce children being brought to jobs.
 - There is a particular need to communicate what childcare will be available to visitors on the island; participants shared that many visitors rely on summer camps as childcare and if those are not in operation it will impact the regular visitors.

Other topics of discussion during this roundtable included: expanding the communication and access to mental health resources. Fairwinds volunteered that they would be willing to offer free training on dealing with suicide and depression and administering the overdose prevention drug Narcan.

The roundtable session ended with a discussion of how participants are ensuring the safety of their employees and customers. There was a conversation about liability and the need to take precautions so that companies working directly with people are protected. Other participants shared the cleaning and sanitizing they are conducting as well as how they are conducting social distancing with children.

The following figure is a visualization of the health, human services, and childcare sector discussion.

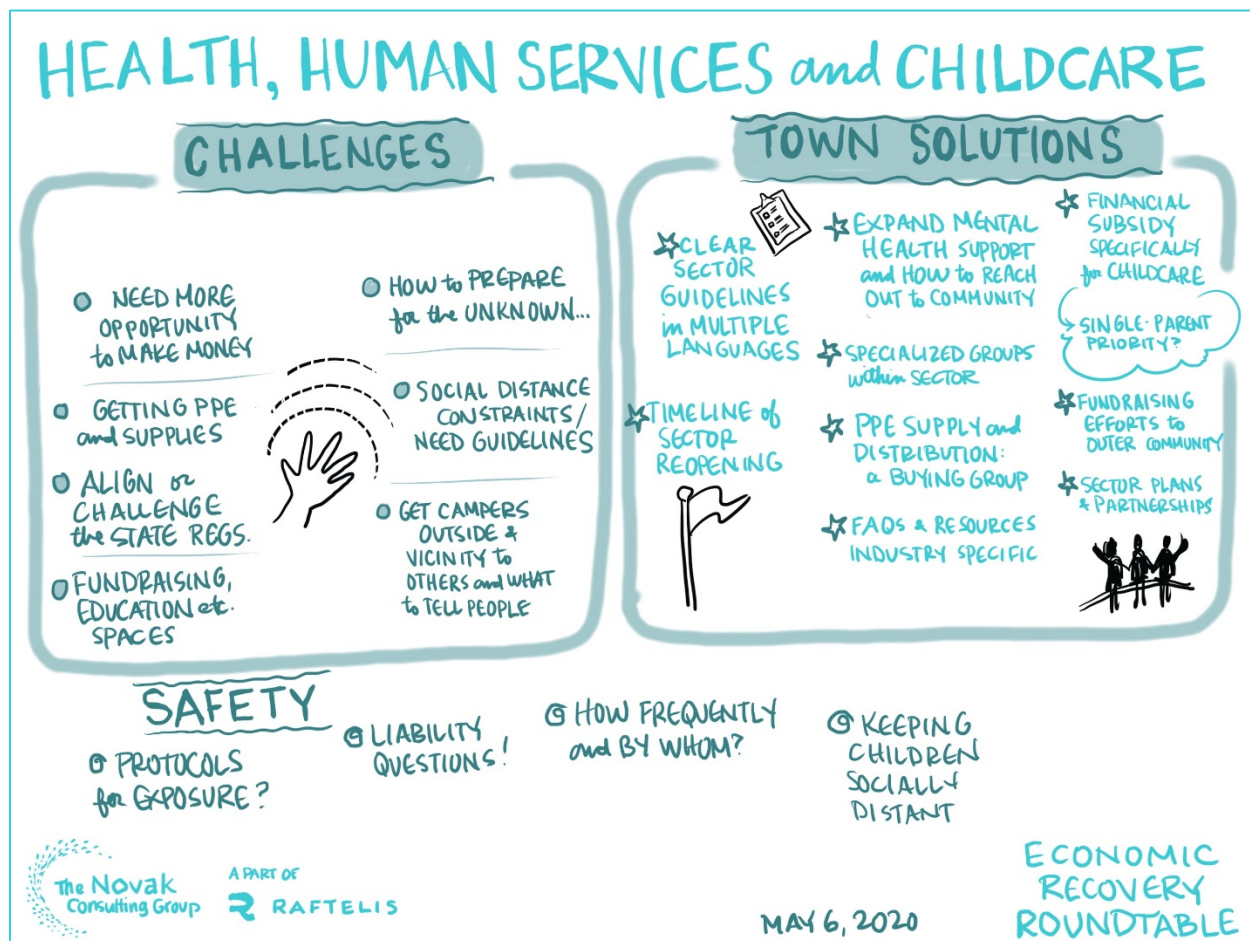


Figure 5: Visualization of Health, Human Services, and Childcare Sector Discussion

Restaurants, Events, and Entertainment Sector

On May 6, 2020, the Town of Nantucket and The Novak Consulting Group hosted a virtual roundtable discussion for the restaurants, events, and entertainment sector as part of the Town's Economic Recovery Taskforce efforts. Forty-eight community members representing the industry participated in a facilitated discussion about the challenges they are facing and actions that the Town can take to better serve them. In addition, participants were asked to share best practices for how they are protecting the health and safety of their employees and customers.

The sector has been severely impacted by the restriction of gatherings and events. Participants shared that in particular the seasonality of events in Nantucket is a challenge; many events occur in the summer when operations will not be fully back to normal. There was concern about a "lost" season if permits issued for events in 2020 are not allowed to be carried forward to 2021. Seasonal restaurants have been challenged with knowing when to bring staff on for the summer and restaurants in general have been dealing with uncertainty. There is also a challenge for bars and nightclubs that do not readily fit into the "restaurant" category; there is good guidance for restaurants but not much for bars or nightclubs. They noted the challenge of using the beaches because normally events are limited on the beaches, but those would be good locations to allow for social distancing.

After the general discussion of challenges facing their sector, participants were split into small breakout groups to brainstorm ideas for how the Town of Nantucket could assist the restaurant, events, and entertainment sector. Each group was asked to share three actionable items. The most common theme from this discussion pertains to the use of outdoor space and permitting, and whether businesses could expand their capacity and footprint by using sidewalks and parking spaces. The following is a summary of the discussed Town actions:

- **Adopt policy and provide guidance for the use of outdoor space by restaurant and retail businesses** – Participants are interested in the use of sidewalks and right-of-way to expand the footprint of their operations, allowing for more social distancing through the use of outdoor space. Ideally, this would be beyond the currently permitted uses and would not require additional permitting.
 - Participants are interested in closing streets to car traffic, allowing for more pedestrian access and operations in the street. Parking lots and whether they could be used for dining or small event space was also a topic of discussion.
 - One concern raised was how businesses and the Town could plan for bathrooms with extended outdoor usage, avoiding unintended consequences of expanding operations.
- **Evaluate changes to Town permitting and licensing that can be made to allow businesses to operate more freely** – Participants had several ideas related to changing Town permits and licenses in order to allow them broader leeway in operating. This expanded operation would allow businesses to operate in new ways under the safety and social distancing guidelines related to COVID-19.
 - Expand liquor licensing to allow for sales similar to a grocery store or takeout sales.
 - Changes to permitting for events and entertainment, expanded small events permits or sidewalk entertainment.
 - Some participants expressed a desire for these expanded operations to be done under a single permit; businesses could go to one place to get approval and issuance.

- **Provide guidance for events** – Participants want updated guidance for the types of events that will be allowed over time and what size or density will be allowed. This guidance and timeline would allow businesses to plan for the rest of the summer and fall, which tends to be the heaviest event seasons.
 - Participants also discussed the use of beaches for events and whether that might be a good location for socially distant events. This would require a change in policy from the Town, allowing more events on the beaches that has historically been allowed.
 - There was also discussion about expanded permitting for small scale events; if no big events will be allowed, can additional small events help make up for the business they have lost?
- **Provide updated guidance for restaurant opening phases** – Participants are interested in an updated timeline and benchmarks for the different reopening phases related to restaurants and bars. This would be helpful for businesses as they plan whether or not to hire staff and navigate the summer and fall.

Roundtable participants also discussed: the need to align Nantucket regulations with the State, rather than being more strict; whether property assessments could be changed to reflect limited capacity for 2020; a change to the 10:00 PM curfew; the need for more detailed discussion in specific industries; assistance with procuring PPE; and, the arrival of staff on the island and whether there will be need for quarantine.

This roundtable sector did not discuss health and safety; many participants have already enacted safety measures including the wearing of gloves, use of disinfectant, and cleaning protocols.

The following figure is a visualization of the restaurant, events, and entertainment sector discussion.

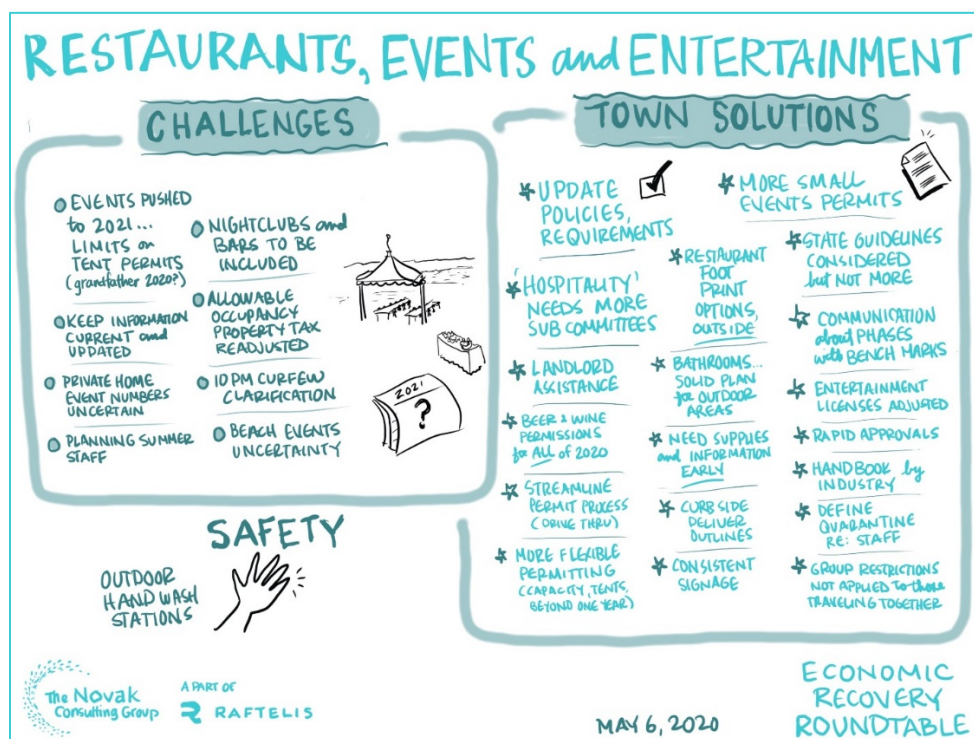


Figure 6: Visualization of Restaurants, Events, and Entertainment Sector Discussion

Retail, Personal Care, and Fitness Sector

On May 5, 2020, the Town of Nantucket and The Novak Consulting Group hosted a virtual roundtable discussion for the retail, personal care, and fitness sector as part of the Town's Economic Recovery Taskforce efforts. Forty-nine community members representing the industry participated in a facilitated discussion about the challenges they are facing and actions that the Town can take to better serve them. In addition, participants were asked to share best practices for how they are protecting the health and safety of their employees and customers.

The biggest challenge that participants identified for their sector is uncertainty; several people noted that even if they are allowed to operate it is unclear whether anyone will come. This uncertainty extends to hiring; without knowing what business will be like, it is difficult to hire staff for the summer season. Several participants shared that they had adjusted to curbside pickup, but that posed a staffing challenge due to the need to fill orders. Participants also shared the unique challenges facing the specific retail establishment they operated; for example, a jewelry store does not have the ability to use plexiglass covers like other stores because customers want to touch and hold their items before purchasing. Despite these challenges, participants want to make sure that visitors to Nantucket feel welcomed and encouraged to come.

After the general discussion of challenges facing their sector, participants were split into small breakout groups to brainstorm ideas for how the Town of Nantucket could assist the retail, personal care, and fitness sector. Each group was asked to share three actionable items. The most common theme from this discussion was communication and sharing with the public that Nantucket was still open for business. The following is a summary of the discussed Town actions:

- **Serve as a champion to encourage tourism to the island and help visitors navigate the changes** – Participants are looking to the Town to serve as a single voice to encourage people to visit Nantucket and explain how things will be operating once they get to the island. Rather than a number of businesses all trying to communicate, the Town should serve as a unified voice for everyone.
 - This will be particularly helpful for explaining to visitors how retail and other industries are operating, for example, the need for masks or availability of hand sanitizer.
 - Some participants brought up the use of ambassadors to welcome visitors and answer questions as people arrived.
- **Provide a central source of up to date information for businesses in Nantucket** – Participants discussed the need for the Town to serve as a central place for the most recent information. The Town could also act as a facilitator and connector, bringing people together to develop working groups and encourage communication between businesses.
 - Participants also talked about the need for more specific information to be provided by the Town on how to operate depending on industry including by specific type of business such as retail.
- **Evaluate whether the paid parking initiative should be delayed until 2021** – Some participants brought up the desire to delay paid parking. There is concern that this would be an additional layer on top of all the changes from the pandemic and could further suppress business.
- **Provide guidance for the use of outdoor space especially for fitness operations and businesses that sell large items** – Participants are interested in using sidewalks and right-of-way to expand their footprint and operations but want clear guidance on how pedestrian flow or traffic flow could

be impacted. This is particularly important for retail establishments that sell large items like furniture as they would need more outdoor space than other establishments. Fitness businesses are interested in how they could use outdoor space, parking lots, or parks to hold classes.

Other topics discussed were assistance with procuring PPE because it is not readily available; the desire to get ahead of State guidance and issue reopening guidelines specific to Nantucket; and, making sure downtown continues to be a focus.

Participants also discussed what they have implemented to protect health and safety of their staff and customers: there was discussion around traffic flow within a building, the need for self-care, and reaching out to others.

The following figure is a visualization of the retail, personal care, and fitness sector discussion.



Figure 7: Visualization of Retail, Personal Care, and Fitness Sector Discussion

Tours, Charters, and Activities Sector

On May 5, 2020, the Town of Nantucket and The Novak Consulting Group hosted a virtual roundtable discussion with the tours, charters, and activities sector as part of the Town's Economic Recovery Taskforce efforts. Sixteen community members representing the industry participated in a facilitated discussion about the challenges they are facing and actions that the Town can take to better serve them. In addition, participants were asked to share best practices for how they are protecting the health and safety of their employees and customers.

The group started with a discussion of the challenges facing them both in the near term and long term. The participants shared there is a lot of uncertainty around the demand for their work and whether visitors will come if they are able to open. Several expressed that they would normally be operating already for the summer and the shutdown is causing a shorter season for their industry. There was concern about day-trippers to Nantucket and whether those visitors would come in 2020. Participants felt the ability to operate safely was a challenge, for example, with a crowd of people on a boat.

After a general discussion about challenges facing their sector, participants were split into small breakout groups to brainstorm ideas for how the Town of Nantucket could assist the tours, charters, and activities sector. Each group was asked to share three actionable items. The most common theme from this discussion was based on communication and driving visitors to Nantucket. The following is a summary of the discussed Town actions:

- **Develop a marketing campaign to show Nantucket is open for business and encourage visitors to come to the island** – Participants want the Town to communicate in a unified voice that visitors are still welcomed, and it is safe to come to the island. Several expressed the desire for hope.
 - Some participants talked about the use of ambassadors to welcome visitors at the ferry terminal and airport to answer questions when they arrive in Nantucket.
- **Provide clear guidance for safety operations specific to the tours and charters industry** – Participants want more specific guidance for their industry and some flexibility on capacity if a family or group that lives together want to go on the same boat.
- **Ensure that the Town guidance and local regulations are aligned with the State of Massachusetts** – Participants expressed a desire to have the local Town regulations align with what the Governor's orders are, rather than going above and beyond.
- **Assist businesses with procuring PPE** – Participants discussed the need for help procuring PPE if they are required to have it in supply. Currently, purchasing PPE is very difficult and the Town could help coordinate that for businesses.

Participants also discussed the actions they were taking to protect the health and safety of their staff and customers. Participants shared they have changed their cancellation policy; some are also prescreening employees for the virus.

The following figure is a visualization of the tours, charters, and activities sector discussion.



Figure 8: Visualization of Tours, Charters, and Activities Sector Discussion

Transportation Sector

On May 6, 2020, the Town of Nantucket and The Novak Consulting Group hosted a virtual roundtable discussion for the transportation (transportation, taxis, delivery, and trucking) sector as part of the Town's Economic Recovery Taskforce efforts. Seventeen community members representing taxis, delivery, and trucking participated in a facilitated discussion about the challenges they are facing and actions that the Town can take to better serve them. In addition, participants were asked to share best practices for how they are protecting the health and safety of their employees and customers.

The group started with a discussion of the challenges facing them both in the near term and long term. Participants shared the challenge of operating a business with social distancing especially when parts of their business have an area for congregating or operating in a confined space like a taxi. Having the information visitors need for the fall is also a challenge; with everything moving so quickly, it is difficult to know what to tell people. The uncertainty around how shuttles are supposed to run with social distancing is also a challenge raised by participants.

After a general discussion about challenges facing their sector, participants were split into small breakout groups to brainstorm ideas for how the Town of Nantucket could assist the transportation sector. Each group was asked to share three actionable items. The most common themes from this discussion were communication and capacity, ensuring visitors know what to expect when coming to Nantucket, and having clear guidance for capacity. The following is a summary of the discussed Town actions:

- **Provide guidance for cleaning and sanitizing transportation operations** – Participants are interested in having clear guidance around the frequency of sanitization for vehicles and other public transportation operations. There was some discussion around whether it should be at an interval throughout the day or after each passenger.
- **Establish a plan for crowd control in high traffic areas involving transportation** – Participants expressed that there are certain areas of town where crowds will gather to look for transportation. There needs to be signage and traffic control to allow visitors to maintain social distancing and protect transportation employees. This also exists at hotels where guests will congregate to wait for a shuttle or vehicle.
- **Assist with procuring PPE for businesses** – Participants expressed the need for assistance with finding and procuring PPE if it is a requirement for operation. The Town could serve as a resource to coordinate the purchase and distribution of PPE.

Other topics discussed during the roundtable included: the desire to restrict out of state Uber/Lyft drivers in Nantucket to protect local taxi and shuttle companies; whether parts of streets could be shut down to ensure social distancing of pedestrians and in turn creating pick-up areas for their operations; and, advertising on the ferries about how things are operating in Nantucket.

The roundtable discussed signage but did not share health and safety solutions. One participant shared their disinfectant and safety procedure, which is included as an appendix.

The following figure is a visualization of the transportation sector discussion.

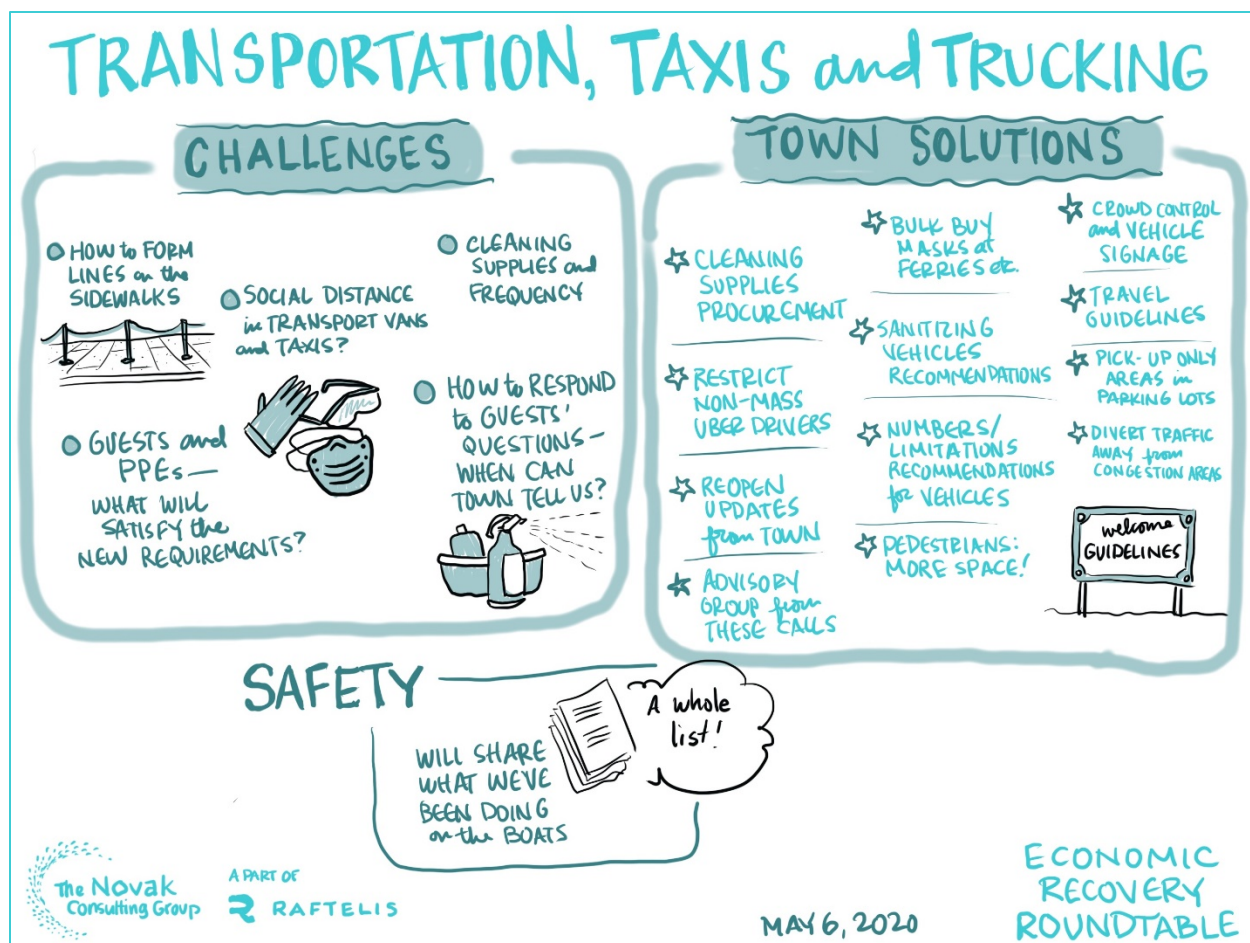


Figure 9: Visualization of Transportation Sector Discussion

Appendix A: Roundtable Notes

The following sections are notes from the eight roundtable discussions as captured by The Novak Consulting Group staff.

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Accommodations (Lodging and Real Estate) Sector Economic Recovery Taskforce Roundtable

Thursday, May 7 – 11:00 AM

Total Participants: 51

Convenors, Staff, Facilitators: 6

Sector Participants: 45

Welcome – Accommodations (Lodging and Real Estate)

Introduction – Nantucket and Novak/Raftelis Participants

Purpose – Conversation, Facilitation, and Breakout Groups – Ideation and Creativity

Agenda

First Group Discussion: Short- and Long-Term Challenges

- The Town and the Chamber have been holding taskforce meetings from the beginning – lodging – committed to safety of guests and staff – wants the island to be safe in the long-term, not only the short-term – they are currently sending deposits back – they need to know when they can open in order to confirm bookings with guests and process deposits – the main message is to be aligned with the state – they need to send message to other people who might want to come to the island letting them know they are welcome – What if Hyannis says no one can come through? – cannot limit everyone from coming – cannot wait for a vaccine
- Cleaning standards – delay in same day turnover – Will there be a registration or education process for cleaners?
- Quarantine time for staff returning from wherever they are

Live Chat Group

- N/A

Breakout Group: What policies/orders/regulations could Town Boards put in place to assist your sector in overcoming these challenges? Focus on actionable recommendations.

Report: Two minutes and three ideas per group.

- **Group One:** First, very clear guidelines for cleaning – process, equipment – What are the gold standards and what do they need to follow? – they need to know as soon as possible – second, liability and protection from the Town – third, very clear process and facility for someone on property who may be ill – protocol for sending them
- **Group Two:** One, protocols for cleaning – process and equipment – trying to purchase and implement procedures – they know how to clean – two, guidance for breakfast – serving a la carte or prepackaged items
- **Group Three:** In addition to cleaning standards, having a rest period in between rentals – some businesses can survive on short-term guidelines – hospitality needs long-term – second, communicating with and messaging to guests – third, quarantining guidelines for employees
- **Group Four:** Also mentioned cleaning and quarantine – the Town needs to stay within state guidelines – expedite inspections – employee housing needs should be a priority in inspections
- **Group Five:** Short-term rentals and lodging have almost all the same issues – clear direction from the health department – Will there be cool-off days? – they don't think there should be and they do not recommend it, but if there will be, they need to know the protocol – need time to practice the

protocol before they get too busy – quarantine guidelines – guidance on group bookings and recreational facilities – need more than just bedroom guidelines

- **Group Six:** Real estate – one, common theme of driving home the need for clarity and consistency of messaging and accessibility of one source being continually updated – second, utilization of communication ambassadors for incoming guests – notifying them that they are open and they are welcome – third, reinforcing that the Town should not be more restrictive than the guidelines issued by the state – permit process and availability for properties to reopen – Can the Town help fast-track that process?

Live Chat Group

- Guidance on quarantining time for arriving staff
- Along with a potential brochure, outline what is expected – perhaps we create an app with these rules/protocols...all to be advertised at all the points of entry, shops, etc.
- Financial assistance from the Town – lower occupancy tax; relief for mortgage and tax payments
- If there are cool offs, how would we choose between rentals? It raises a 'Sophie's choice' kind of problem for rental houses.
- Quarantine for guests is almost impossible for short-term tenants and hotel guests...maybe temp checks daily to be given to tenants upon checking in
- Maybe we can get the high school seniors to be the ambassadors
- Fast track any construction requirements as well
- Temp checks are not appropriate by "us" as a group of businesses and we certainly do not want to add additional people to our properties by asking high school seniors to our properties...

Second Group Discussion: What measures are you considering to protect the health and safety of workers and customers?

- A lot of purchasing of PPE, plexiglass for common areas, trying to ensure staff and guests feel comfortable and safe
- There are a lot of available resources outside of the island of Nantucket – we do not need to reinvent the wheel – access other resources – share resources – there should be only one source of readily available information
- Can we use a drop box through the Chamber that everyone has access to drop into? – knowledge sharing – easy and supported by the Town

Live Chat Group

- Can we join lodging even if we do short-term rentals? I want to rely on a single source for resources like electrostatic cleaner recommendations or service providers, etc.
- Granite City can help with ordering plexiglass
- The American Lodging Association has also issued their COVID Guidelines
- Also, AHLA has great online resources:
<https://www.vrma.org/page/vrhp/vrma-cleaning-guidelines-for-covid-19?fbclid=IwAR2PgJcGHlLrWebkHsTHpaSjmaZIXntoamxiokTO12ay8OrOyI tA3m5Jk>
- To be clear, we do not want a rest period between bookings

Thank yous and Closing

Arts, Culture, and Non-Profit Sector Economic Recovery Taskforce Roundtable

Tuesday, May 5 – 11:00 AM

Total Participants: 24

Convenors, Staff, Facilitators: 7

Sector Participants: 17

Welcome – Arts, Culture, and Non-Profit Sector

Introduction – Nantucket and Novak/Raftelis Participants

Purpose – Conversation, Facilitation, and Breakout Groups – Ideation and Creativity

Agenda

First Group Discussion: Short- and Long-Term Challenges

- Personnel – largest expense – arts organizations – support and creative ideas – delivery of service
- Theatre – end of the line to open – not likely to happen soon – on the programming side, traveling from New York, in Unions, now developing strict and specific safe working guidelines, sanitizing between performances? A lot of challenges – 100 people in one room for two hours at a time
- Museum – last tier of opening – delivery of service – housing and safe-setting accommodations
- Small mental health and substance abuse agency – virtual – concerns are gradual reopening, financial costs, staffing, Department of Health, one sick person would close the entire agency – long-term financial underpinning – summer cancellations
- Community school – student services via summer camp – activities – Will they even open this summer? – child-care – engaged in the migration of face-to-face classrooms to having classes almost fully online – if there is another outbreak, will they need to revert back to online services
- Photographer – seasonal events, weddings – short season on the island for these events – one lost season will affect income for an entire year
- St. Paul's – summer events – good size church, but not a giant organization – summer fair – 600 children – not likely this July
- Hospital – relies on donations – small staff – support hospital

Live Chat Group

- It seems impossible to maintain social distancing in any group working with children. We teach children to sail, but even if there is only one kid per boat, they will be hugging each other on the beach.
- I agree. The Town should serve as a leader. Reiterate the guidelines.

Breakout Group: What policies/orders/regulations could Town Boards put in place to assist your sector in overcoming these challenges? Focus on actionable recommendations.

Report: Two minutes and three ideas per group.

- **Group One:** Nantucket book foundation – festival in June – going virtual – disrupted by COVID-19 – challenge is scheduling and rescheduling whether a fundraiser or an event – when and where will we be able to have it – already moved from July to August and now to October – Nature Foundation is not dependent upon events – the Town could help by encouraging people to respect the rules: wear masks, social distancing, property, not bringing dogs – value transparency, open debate, take decisive action – dependent upon tourism

- **Group Two:** Three recommendations for the Town: clear and consistent rules for social distancing for all entities – churches, businesses, everything – as clear as possible – if you recommend PPE, we need the supply – it takes 15 weeks – PPE, sanitizer, and clear rules – second, online access for all residents on the island – not everyone has the technology or access – telehealth, meetings, learning online – get help to leverage the one provider – third, decision on camps – community school, boys and girls club, sailing – yes or no – start to plan or not have them
- **Group Three:** Rapid testing is critical to having a safe environment in restaurants, museums, etc. Is it possible to have people tested at the boat or the airport? – keep everything simple – following state guidelines has the most widespread ability of getting the information out to everyone – summer community – What does this mean for them? Do they have to self-quarantine for two weeks?
- **Group Four:** First, very clear rules and recommendations and who will determine them – second, community agreed upon set hours with some flexibility and consistency – third, access to outdoor space for services – ex. drive thru art show
- **Group Five:** Website and e-blast information – occupancy, social distancing – beaches – spaces that are outdoors – summer residences that support non-profits – expectations of what to anticipate – guidelines of changes to occupancy
- **Group Six:** Restaurants, retail, showing id's for people that are living together – social distancing on beaches – additional staff in restaurants for monitoring social distancing – communications – increased telecommunications, the internet in particular – in peak times, people cannot communicate – requesting help from the Town

Live Chat Group

- What will our consortium mean?

Second Group Discussion: What measures are you considering to protect the health and safety of workers and customers?

- Children's beach: how many people can gather? Square footage – seems to be enough space for social distancing – avoid virtual entertainment
- Shop – separate entrance for entrance/exit – sanitizer – barriers – aisles with tape and lowering occupancy – clinic is much more regulated – cleaning four times a day – masks and gloves provided
- What should our guidelines be? Capacity – forced to choose which initiatives will go forward – the Town needs to set the guidelines, be consistent, and line up with state guidelines
- Phasing in – different entrance/exit – the Town needs to take the lead – glean information from the Webinar PowerPoint in thinking that they had things in place, but they learned from the Webinar that they did not
- Camps – portable handwashing stations – temperature screening, no-touch thermometers – cleaning – full-time cleaning – cannot wait, must clean throughout the day – hire nurse to monitor system – how to react to a positive testing – need escalation process – needs PPE for everyone interacting – supplies, cost, wait times
- Board of Selectman – difficult job – rules and regulations must be defined, simple, easy to understand – what is PPE – what is stay-at-home – enforcement and/or penalties – bandwidth to enforce – keep the rules really simple, defined, enforceable, and everyone knows them, including the people coming here – New York, Boston, Washington

Live Chat Group

- Separate entry and exit, social distancing, smaller groups, PPE
- The Town needs to ensure they have the bandwidth to enforce any regulations so they can be successful
- Correct
- Yes, and those rules/regulations need to be communicated and posted everywhere
- Thank you to the Town and Chamber for doing these roundtables to help us

- Ditto. Thank you for providing this for us
- Thanks to the Chamber and the Town
- Kristie and Jason – thank you for what you do
- I agree. Thanks all!
- Thank you
- Cheers, all.
- Produce a brochure or pamphlet to distribute to Cape Air and ferry passengers

Thank yous and Closing

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Construction, Landscaping, and Other Trades and Services Sector

Economic Recovery Taskforce Roundtable

Friday, May 8 – 1:00 PM

Total Participants: 16

Convenors, Staff, Facilitators: 5

Sector Participants: 11

Welcome – Construction, Landscaping, and Other Trades and Services

Introduction – Nantucket and Novak/Raftelis Participants

Purpose – Conversation, Facilitation, and Breakout Groups – Ideation and Creativity

Agenda

First Group Discussion: Short- and Long-Term Challenges

- Electric supply member – they deal with contractors: electricians, carpenters, and builders on the island – trying to understand and figure out how to help them – some of them are on their last leg, no more savings, no other resources – did not qualify for financial assistance – they come to him for advice – they want to know that even if the Town cannot provide assistance, are they listening and are they trying to do anything else they can to help them at this time
- Cleaning – regulations on hiring cleaners – regulations on new cleaners coming to the island as opposed to the cleaners that are already there and need work
- Housekeeping – frustration of knowing other people are coming in – they have spent all of their money on bills and are struggling – no stimulus and no unemployment – having a bad time due to current economic situation – many of them are single mom's and cannot leave home to work without childcare
- Board of Health has expanded ability to work – need sense from the Town regarding new permit projects – existing permits are going to run out – if building industry comes to a halt, it will create another future economic crisis – feedback from the Town on building permitting

Live Chat Group

- N/A

Breakout Group: What policies/orders/regulations could Town Boards put in place to assist your sector in overcoming these challenges? Focus on actionable recommendations.

Report: Two minutes and three ideas per group.

- **Group One:** First, is house cleaning – representation or lack thereof – who cleans up after construction – the builder isn't going to and cleaners are not currently permitted – cleaning and disinfecting between rentals – second, is day care, families going back to work have nowhere to take their kids – some people sometimes take them to job sites but that is not safe – timeframe on capacity and requirements to open day care – third, go back to the governors orders and get in line with the state
- **Group Two:** First, would like the Town to help open cleaning businesses – spring cleaning, cleaning empty houses – second, need guidelines regarding landscaping and transportation – third, supplies: masks, gloves, and other things we need

- **Group Three:** First, communication – recent order went out – the Town could be more proactive in responding to questions – compliance and enforcement – seems like a lot of double standards – second, maybe through the Town or Chamber, a link with resources for PPE and simplified messaging availability of protocols, CDC guidelines, communicate the collective expectations – third, we want to know that the Town is having conversations about new permitting – construction projects and renovation work going into the fall, they may not have new projects lined up – one more thing discussed, clear distinction between identified sectors

Live Chat Group

- Small Friends can't open until June 29th, as of current State Order
- Also, stop cleaners from off island to the island
- Our suggestion is to open gradually the cleaning sector by allowing us to do the spring cleaning in unoccupied houses. We are having a high demand to clean up from our seasonal clients. There are big concerns among us. It is a big economic concern.
- Evidenced by low attendance here in our, arguably, largest industry

Second Group Discussion: What measures are you considering to protect the health and safety of workers and customers?

- Some are fearful of the virus – need to communicate as an industry what safety protocols they are taking – going into empty homes now but will soon be occupied homes – need clarity
- Proper PPE, safety precautions – protocol – education – making sure people know the guidelines
- Education piece – sales protocol and store regulations
- Store regulations – mask requirements – social distancing – not being able to walk around inside of the store, only walking ten feet in

Live Chat Group

- Can we ask to have a phone number in each language for FAQ's? People are calling me to call on their behalf since they do not speak English.
- Maybe safety flyers in order bags at MHC, Isl Lumber, Granite City, Plumbers supply, etc.
- Good suggestion
- NEFCO and Radwell have PPE in stock.
- Thank you!
- Thank you everyone
- Buying coop for PPE
- It should be added to the cleaning sector a daily log for safety issues.

Thank yous and Closing

Health, Human Services, and Childcare Sector Economic Recovery Taskforce Roundtable

Wednesday, May 6 – 1:00 PM

Total Participants: 36

Convenors, Staff, Facilitators: 6

Sector Participants: 30

Welcome – Health, Human Services, and Childcare

Introduction – Nantucket and Novak/Raftelis Participants

Purpose – Conversation, Facilitation, and Breakout Groups – Ideation and Creativity

Agenda

First Group Discussion: Short- and Long-Term Challenges

- Representing the immigrant community on the island – especially cleaning sector – facing hard time because they are not able to work – the only time cleaners have to get money and survive during the long winter – could this sector have something open for work – single mom's – challenges and suggestions
- For camps, the information is changing rapidly – childcare – if they go in the direction of not opening, how are they going to help the community – boys and girls club – school – happy to volunteer
- Masseuse – most have been working within the six-foot social distancing guidelines
- Pre-school – getting PPE, cleaning supplies, sanitizing equipment
- Nantucket hotel – kid's program – families come from every country, every state, different groups of people in the summer – they plan to get them outside more but will they run into other camps, programs, etc., if all groups try to move outside and how do they plan for that – coming up with ideas and what to tell people in this unknown – try to be prepared – try to get counselors to say they will take a job – having to wait until the last minute to know – how do you social distance children?
- Early childhood care – aligning with other industries – partner with other communities
- Childhood education – social distancing – education – captive audience

Live Chat Group

- From Fairwinds-Nantucket's Counseling Center – we are concerned about our growing deficit with our Seconds Shop closed and postponing all summer fundraisers. We are also tackling the cost and requirements to gradually re-opening (cost of cleaning, PPE, state regulations). We realize that our behavioral health needs will grow, how to staff up to prepare.
- I agree. Looking for guidelines on working in a hands-on business
- A Safe Place is facing a challenge with getting restraining orders in place. Currently, we are meeting clients at the police station and have recently had to meet outside of the police station to assist clients. The second challenge is Supervised Visitation
- I just wanted to mention that we are also challenged by hands-on nature of our facilities and how to manage exhibited use with safety – from the Maria Mitchell Association

Breakout Group: What policies/orders/regulations could Town Boards put in place to assist your sector in overcoming these challenges? Focus on actionable recommendations.

Report: Two minutes and three ideas per group.

- **Group One:** Childcare, cleaning, animal hospital, and behavioral health – first, clear guidelines regarding what it takes to open by sector – second, timeline by sector impacting childcare and other readiness plans – third, discussed internal solutions about how they are trying to reopen
- **Group Two:** One is to expand mental health resources and advertising, television, hotlines, Police department – second, in this forum, specialize groups by sector/industry – third, are actions by the Town to provide clear and consistent guidelines – information received depends on the source and the sector
- **Group Three:** Childcare and healthcare – first, supply chain for PPE and cleaning supplies – availability and distribution – second, consistent and clear communication in multiple languages – targeted resources and/or individuals to share information and avoid repetition – third, occupancy limitations that are restricted – advocate to meet their budget and expenses
- **Group Four:** First, community school – decision on whether or not camps will open – based on staffing, PPE, all of the unknowns – or, if it is not going to happen, how will the childcare situation move forward – second, culture and tourism – single parents and emergency day care – how will this work going forward – emergency child care, not a charge, some families, especially single parents, should be eligible – in the event camps do not open, will they have priority for emergency day care – third, animal hospital – skeleton crew/schedule – where will this be headed with scheduling and child care – communication is challenging – they are having camp meetings with positive suggestions regarding EEC – finally, the summer folks are loyal – with devastating child care issues, Nantucket should reach out to them
- **Group Five:** Sector work groups could partner to create guidance and next steps for a centralized place regarding PPE and guidelines – clear communication and guidelines in multiple languages

Live Chat Group

- FYI: Fairwinds would be happy to offer free QPR (suicide and depression) and Narcan (overdose response) trainings for free VIRTUALLY. We offered this last year to Nantucket Hotel and others.

Second Group Discussion: What measures are you considering to protect the health and safety of workers and customers?

- Massage industry – liability – even taking all precautions, liability, insurance
- Camps – same issue – liability and insurance
- Childcare standpoint – a lot, if not everything, is a concern – cleaning, sanitizing, frequency, social distancing with children, protocols, notification – a lot of concerns keeping children, families, staff safe and healthy – expect to come through EEC
- Repetitive but there is so much information out there – having one place for people to go – at least one place as much as possible

Live Chat Group

- The EEC had a round table this morning that has a timeline in to work on all those questions.
- Thank you! Great format.
- Thank you!
- Thank you!
- Thank you

Thank yous and Closing

Restaurants, Events, and Entertainment Sector Economic Recovery Taskforce Roundtable

Wednesday, May 6 – 10:00 AM

Total Participants: 55

Convenors, Staff, Facilitators: 7

Sector Participants: 48

Welcome – Restaurants, Events, and Entertainment

Introduction – Nantucket and Novak/Raftelis Participants

Purpose – Conversation, Facilitation, and Breakout Groups – Ideation and Creativity

Agenda

First Group Discussion: Short- and Long-Term Challenges

- Event production – weddings and events pushing into 2021 Season – tent permits – private homes only allow three tent permits per season – usually use all three per year – if all of 2020 shifts to 2021, they lose the option of getting new business beyond the three permits – may the permitting be adjusted for 2021?
- Restaurant guidelines – stagnant for the past month – communicate any that have been removed or lessened – seating, bottlenecks, curfew – circulated draft is a prior version – local government should be communicating to businesses to avoid having them tripping over each other
- Catering and events – potential clients wanting to know the potential number of guests at a private home – requesting public knowledge updates
- Restaurant – seasonal – typical opening is May 15th – staff is seasonal – they want to assume business will go on as usual but challenging to arrange staff – staff may work at other resort communities – have to make work and living arrangements in advance and that is not possible right now
- The Chicken Box – nightclub and bar – live music – a lot of talk about restaurants, zero talk about bars and nightclubs – lots of room for social distancing but no talk about them opening – apparently, they will be the last to be addressed
- Island Kitchen – immediately reassess property tax for allowable occupancy to avoid having to pay full property tax when they can't fully operate – should allow outdoor seating and open pour/alcohol on property for one season – .75 meals tax – 10 o'clock curfew – how did that come about – more clarification is needed and is not fair
- Beach permits and entertaining on local beaches – viability and should be nice for social distancing

Live Chat Group

- A long-term challenge for the Nantucket Community School is that people may not have the funds to pay our student fees this summer and this fall. We rely heavily on student fees to fund our operations.
- The uncertainty of knowing whether we will be allowed to host events this Fall and how those will be regulated in terms of size, etc.
- Will staff need to quarantine for any amount of time when they arrive?
- With respect to the schools, would be worthwhile to speak with the folks dealing with camps as issues and populations and some activities are similar.
- We are working on challenges right now

Breakout Group: What policies/orders/regulations could Town Boards put in place to assist your sector in overcoming these challenges? Focus on actionable recommendations.

Report: Two minutes and three ideas per group.

- **Group One:** Main issue is updating restaurant opening phases – goes along with any staff quarantine processes – small beach events and other small events
- **Group Two:** Thank you to the Town and Chamber for organization – first, Nantucket restrictions should not be more restrictive than state – second, hospitality sub-committee – break out into others for nightclubs, restaurants, seasonal businesses – third, is the use of parking lots, liquor licensing, closing off roads with less traffic to create open-air spaces and extend outdoor dining and further occupancy
- **Group Three:** First, is communication through working drafts in phases – are there benchmarks between phases – what are they and how will they be communicated and how can we get that information as soon as possible – second, outdoor seating beyond original footprint – third, Town assistance with landlords, rent, communication between the Town and landlords
- **Group Four:** Thank you for putting this together – first, clear alignment with state regulations and clear communication locally – what is being discussed should always be the most current information – second, thoughtful planning in exploration of outdoor seating – bathrooms in facilities, extended outdoor dining, solid plan for additional bathrooms to avoid overexposure to avoided unintended consequence – third, models created around beer and wine, permission for all of 2020 to avoid change in models and business shutdowns due to unexpected model changes – create instability and massive industrial collapse on the island
- **Group Five:** Guidelines on when and how to reopen – it's like a chess board with no rules – they may not know either – can't get sanitizer, thermometers, restroom supplies – no one can get any of that, how will all restaurants get them – Town provided update with no entertainment licenses – covers television, live music, gathering of people
- **Group Six:** This is one of the best brainstorming sessions – echoed others – first, staying with the state guidelines, not superimposing Nantucket guidelines over them – a more rapid move, issuing a handbook by industry with state guidelines and Nantucket guidelines – alcohol, beer, wine, takeout regulations – one place for one permit that covers everything – streamline all – lastly, outline for curbside delivery
- **Group Seven:** Event heavy – all the same things – when will new events be able to be booked – guidelines, density, wedding groups, etc.
- **Group Eight:** Thank you for making forum available – one concern is the arrival of staff, clarity on quarantine and rolling arrivals – second, ten o'clock curfew needs clarification – closure, patrons off premises, staff off premises, seating – extend to eleven – third, will Town act on behalf of operators in areas not normally designated for seating – change in occupancy to allow for that
- **Group Nine:** Staff – defining what quarantine means – second, moving up housing inspections – events, defining size restrictions state versus local – permitting outdoor spaces and occupancies – making regulations as simple as possible for businesses and for guests – consistent messaging, signage – lifting restrictions on groups traveling together
- **Group Ten:** permitting, licensing, issues getting them in place, inspections – benchmarks moving forward and benchmarks that may cause shutdowns again – quarantine, inspections

Live Chat Group

- Want to second further small-scale event permits being available – with fewer if no large-scale events, can we up the numbers for smaller events
- I am grateful that our town is drafting a plan that only needs to be amended when the state & FDA rules are available. Rather than having to start the process after the parameters for stages are set.

Second Group Discussion: What measures are you considering to protect the health and safety of workers and customers?

- No one responded – Group Eight interjected for their Breakout Group from above

Live Chat Group

- Outdoor hand washing stations
- Signs, PPE
- Curfews
- If anyone needs fire sprinkler inspections completed, I've got technicians on island.
- For events, we are adding sanitation and safety measures like staff wearing gloves, packaged pens, sanitation throughout event and especially upon arrival and having our staff at registration, etc. wear masks
- Rather than eliminating all live musician provisions be made for solo musicians for outdoor entertainment?
- Would like to go on record requesting 2020 tent permits that need to be pushed to 2021 not effect new events coming online for 2021
- Be proactive with the town identifying small/side streets that can be allowed for outdoor seating
- B&B's are asking about breakfast service. Usually served buffet style.

Thank yous and Closing

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Retail, Personal Care, and Fitness Sector Economic Recovery Taskforce Roundtable

Tuesday, May 5 – 2:30 PM

Total Participants: 56

Convenors, Staff, Facilitators: 7

Sector Participants: 49

Welcome – Retail, Personal Care, and Fitness Centers

Introduction – Nantucket and Novak/Raftelis Participants

Purpose – Conversation, Facilitation, and Breakout Groups – Ideation and Creativity

Agenda

First Group Discussion: Short- and Long-Term Challenges

- ACK 4170 on East Street – lack of curbside pickup – this is a gift shop – unable to do curbside pickup – no online orders – as of yesterday, may deliver to customer homes – how to protect self, plexiglass, safety precautions – how to keep customers safe all day
- Annys's Whole Foods – early on, switched over to curbside pickup – how many days and how many hours – created knowable schedule for customers – working okay for customers – internal struggles are the stream of groceries (fluctuating) – internally, curbside is much more taxing – seven days a week filling orders – customers have been okay with this – customers appreciate the safety concerns
- Do not have a clue if people will even come – will the Town let them come – what inventory will they take – does anyone know what to expect with the people coming and how the Town will treat them
- Nantucket hotel – Nantucket club – memberships are all on pause – customer missing their own time within the membership – what will the businesses look like after they do reopen
- Store manager – no local high school job fair – how can they hire local students – focus on the virus and day-to-day concerns – Visa students unable to travel from their country – blast to community for one certain day to hold a virtual job fair and also stimulate business and if not in person either virtually or curbside – will need store manager or owner or at least the person working for at least one extra person – if stores open immediately, may not be ready and won't look good on the store or on the Town – dependent on turnaround time
- Jewelry gallery – cannot put plexiglass around pieces – customers need to look closely, try on, and touch pieces – when is the Town planning on having people, how many, hatred on FB – what is the overall feeling?

Live Chat Group

- Making people feel welcome is very important and part of the challenge. There are many renters that have told us they will be pleased to be coming this summer.
- Because we don't know if or when we will be able to open and what that will look like, it is challenging to know if I need to hire employees.
- It would be wonderful to know what the capacity limitations will be for fitness centers upon re-opening.
- Will all stores have to have the same curb side pickup hours and or store hours?
- Why is retail and fitness in one meeting? We are having 8 meetings, so several different types of industries are combined – this group includes personal care, fitness, and retail.

Breakout Group: What policies/orders/regulations could Town Boards put in place to assist your sector in overcoming these challenges? Focus on actionable recommendations.

Report: Two minutes and three ideas per group.

- **Group One:** All business owners – clear expectations from all visitors, safety measures – what to expect from the business perspective – announcement or handouts on the ferry – streamline information – one clear spot to access the information – businesses working together, depend on each other – ex. hotels sharing occupancy comparisons, ferry’s, etc.
- **Group Two:** Similar ideas – one, proper information when guests arrive – second, clear messaging – where to go if it’s not on the one source – third, potentially having health department issue guidelines – check everyone is compliant or helping them get there – love the idea of having businesses working together
- **Group Three:** Hospital thrift shop – brand new business, similar retailer – conduct a survey for retailers, hotels – who is coming – once the Governor makes a decision, will the Town make a swift decision to follow – just do not have this information
- **Group Four:** Variety of business owners – guidelines may be different for each – COVID-19 point people will be overwhelmed to keep up with all – maybe one per each industry, should be broken up – one source where people can go – chat feature – broader issue of guests coming from other states to let them know they are welcome and what is available when they arrive or if they are welcome
- **Group Five:** All work together – wearing masks, provide sanitizer – whatever the community decides to keep everyone safe – occupancy guidelines – what are the hours of operation – all do our own thing or do together as a community – communication: website, chat room, how do we welcome visitors and when
- **Group Six:** Signage, marketing campaign with the Town – across the board, how things are working in Nantucket – hand sanitizer, etc. – consistency – plexiglass – curbside – Fire and Police – no luck ordering PPE right now
- **Group Seven:** Antiques Depot – curbside for all businesses and not just essential – logistical issues with parking and social distancing – need to be reconsidered – when shops can reopen and what the regulations are – size, occupancy, people traffic flow – maybe businesses are open by appointment only
- **Group Eight:** Mix of retail and fitness – would really like to see working groups – currently waiting to hear guidelines – have workers from industries as part of the groups since standards are changing based on type of business and size – is this the year for paid parking? – advent of curbside pickup – would like to discuss use of outdoor space – space in front of shops – racks, classes, what does this look like
- **Group Nine:** Instead of Chamber waiting to hear from state, we should come up with our own – we are a small island – more unique here than other places – need more emphasis of getting word off of the island – traffic, parking, real estate
- **Group Ten:** Revitalizing downtown and making sure downtown is important and vital or it will trickle out – used to go downtown until 9:30 or 10 PM but now only one or two places are open – hours have to be consistent to attract business – promoting safety, convenience, just coming to the island – have to be handled consistently

Live Chat Group

- Agree on this last point so we know what that means after May 18 for non-essential businesses
- Correct
- I think that the real estate people are doing this on a one on one basis but we do need to do this through emails – the Chamber website as well as Facebook as those are the places where the nasty was said
- Comment is related to the idea about getting the word out that people are welcome

- I love the idea of having “island ambassadors” at the airport and ferry. It’s an uncertain time for all and information is constantly changing – the Chamber and businesses then have a way of communicating and updating to visitors. all these details can be easily updated via the ambassadors
- I love the idea of ambassadors
- Could we add the HOW WE SHOP ON NANTUCKET as an app?
- Ambassadors is a terrific welcoming idea
- Adjust signage restrictions for stores or provide stores with uniform A-Frames so stores can easily message customers re: pick up, etc.
- We could try to do appointment shopping
- Thank you for having this meeting, would love to have a separate meeting for each group (spa/ salon in my case) as my concerns are different than those of town retail owners, etc. Thank you.
- May be great idea to use high school students to be ambassadors ...they would be recognizable as a point person for those who have questions
- Great idea. I think each sector can move on that after this.
- I love the stay open late idea. I personally stay open late almost every day. People are always asking me why everything closes so early. May be a great time to do this!
- Staying open late might be tough for some if they can’t afford the payroll.
- We could maybe stay open three nights a week since staffing is short
- Staying open late could mean one or two nights a week instead of spreading it out over the week?
- That seems more feasible
- Something that wasn’t discussed is the former Lion’s Paw space...it doesn’t look good having such a large space being empty. Is something going there? Will it be filled? Can it be used in a different way if not?
- Have a separate website available to business owners to use.... all types of information needed to open Nantucket Operation Open Doors
- I agree. Although this has been very helpful, and I am happy to support all the other groups, salons and spas are very different to retail. Thank you.
- A private Facebook group for shop owners would also be great.
- Organize now while you have this chat function!
- If the Chamber could draft the kind of message and email it to their members it would be a terrific way for us to send to our client lists. Additionally, a FACEBOOK page that is welcoming would be great.
- Many tourist towns have traditionally designated one night per week for late hours – nighttime shopping.
- Yes, this has been very helpful thank you.
- Where did you get that information? Protocols, etc.
- Blueprints for shopping and selling safe are important
- Town licensing agent. I can share with you
- Thank you
- Please share. I am at my shop and two people have knocked on my door. I would like to know what to say.
- Can you share in the group?
- Curbside designated spots in town will be required for traffic to move with some order
- Alfresco dining and shopping go hand in hand in other resort towns

Second Group Discussion: What measures are you considering to protect the health and safety of workers and customers?

- Guidelines regarding flow of traffic – health inspection
- Indoor fitness center – parks, open field, need space – used to do everything outside – if that works, run it outside instead of indoors

- Curbside service for staff – hours are challenging – by having curbside, avoids long hours – maybe change hours – must take care of our people, staff, safety, and energy

Live Chat Group

- Do we know if there is a curfew on when restaurants will close at night as this will influence our working hours and when we would be open?
- I am sure that the guidelines are being refined as we speak.
- Thanks for doing this
- Thank you
- Thank you all
- Thank you
- I think it will be helpful for planning to know what is happening with short term rentals this summer. Thank you
- Thank you from The Nantucket Club
- Thank you!
- Can you please share these overviews from all sectors with us? It would be helpful to see how the whole island is reacting and what challenges we face together
- Thank you and look forward to more discussion

Thank yous and Closing

Tours, Charters, and Activities Sector Economic Recovery Taskforce Roundtable

Tuesday, May 5 – 1:00 PM

Total Participants: 22

Convenors, Staff, Facilitators: 6

Sector Participants: 16

Welcome – Tours, Charters, and Activities

Introduction – Nantucket and Novak/Raftelis Participants

Purpose – Conversation, Facilitation, and Breakout Groups – Ideation and Creativity

Agenda

First Group Discussion: Short- and Long-Term Challenges

- Charter boat Captain – position is considered non-essential – waiting for stay-at-home lift – usually start Memorial Day weekend – will fall under state and federal guidelines and criteria – rentals, cottages, hotels – they do not know if they will have a customer base – Board of Health will have more stringent guidelines than the state
- Island tours – charter bus services – services for events – currently shutdown completely – wedding season and then event season over the summer – wedding season again in the fall – primary tour clients are day-trippers – everything is unknown – concern is there will be no day-trippers – day-trippers spend three-five hours a day in the Town and leave – many weddings and other events are already being rescheduled for next year – concern with expense, hygiene for reopening this year
- Charter boat Captain – money to be made at the beginning of the season – end of May, early June – people want to get out and fish – will be a hard season for day-trippers and short-term rentals – summer community is here – businesses have to figure out how to provide for summer residents – short season, opportunity to make money at the beginning – need to know the data and the “why” associated with it
- Freedom Ferry – from Cape Cod – Nantucket Chamber – Memorial Day to Columbus Day – will there be people that want to go and will Nantucket welcome day-trippers – waiting to see about both based on their Governor – spacing people on a vessel according to social distancing and hygiene regulations
- Nantucket hotel concierge – depend on activities and tour groups and fishing charters and give guests reasons to come and spend money – have to fill the hotel based on what activities are there for guests to do – what will island life be like – starting to book things now but would still be helpful to know when the activities will resume
- Charter boat Captain – waiting for Governors order and direction from the health department and local government – wants to be clear that there are safe ways for them to operate their businesses – paperwork being utilized every day – provides the option to fill out forms regarding symptoms, exposure, etc. – doesn’t want to be glanced over as something that is unsafe to operate – not mixed groups – they are families and/or residents that live under the same roof – can continue to operate safely – we can do this and we can do this safely

Live Chat Group

- N/A

Breakout Group: What policies/orders/regulations could Town Boards put in place to assist your sector in overcoming these challenges? Focus on actionable recommendations.

Report: Two minutes and three ideas per group.

- **Group One:** Great conversation – lots of good ideas – waivers before people book and board – commitment they haven't been sick or exposed – require a mask – log book – set maximum capacity flexible for large groups who live together – no common coolers
- **Group Two:** Need for the Town to provide people with hope – currently lack of hope due to letter that came out last week – statement was a big miss – blanket statement for the year – changing weekly, daily, monthly – the Town needs to provide hope – a part of hope is a phased plan – the plan will give you something to look forward to – when to expect rentals, events – things may go sideways but have to provide hope – Nantucket cannot make decisions that supersede the state – do not make emotional decisions – too much data to ignore – many data points to make good decisions
- **Group Three:** First, similar to previous – a marketing campaign – hope is a great word – let the clients, the tourists, the guests know they are wanted and we are excited they are coming – come to Nantucket and we can't wait to have you here – coming from someone to blanket the welcome, the warm, the “this is why we are here” idea – simple, clear information – what are the businesses supposed to do to keep everyone safe – where can I get answers – real answers – not emotional answers – third, ambassadors – college kids – brightly dressed Nantucket 2020 ambassador to answer and direct guests and clientele who are trained and know the answers
- **Group Four:** Great input – some overlap, some unique – First, is clear and consistent messaging out to the world and clients, message of hope – we're here and it's beautiful – continue to reinforce – regarding tour businesses, open other spaces safely – economic standpoint, all of differences combined for consortium for PPE to ensure there is enough – state related, social distancing rules, more than a handful of people on board at a time

Live Chat Group

- N/A

Second Group Discussion: What measures are you considering to protect the health and safety of workers and customers?

- Charter boat industry – member of several associations – working to set guidelines for the entire state – completion of prescreening 24 hours prior, cancellation with no penalty, prescreening for employees as well – clients should provide own personal coolers and other personal items – cleaning and disinfecting materials – regularly clean vessel and equipment
- Hotel implementation – each department responsible for their area – CDC guidelines as well as state, Town, and their own – taking a lot of precautions – want to offer a good product – waiting for restrictions (ease of) from the Town as well as the government
- Bike tour company owner – need a contact – cleaning solution, PPE, who can they ask questions that fall outside of the blanket statements – what is the process to find these things out quickly?
- Board of Health – inspections – should be point people who can answer questions quickly without wasting time waiting for answers

Live Chat Group

- N/A

Thank yous and Closing

Transportation, Taxis, Delivery, and Trucking Sector Economic Recovery Taskforce Roundtable

Wednesday, May 6 – 2:30 PM

Total Participants: 23

Convenors, Staff, Facilitators: 6

Sector Participants: 17

Welcome – Transportation, Taxis, Delivery, and Trucking

Introduction – Nantucket and Novak/Raftelis Participants

Purpose – Conversation, Facilitation, and Breakout Groups – Ideation and Creativity

Agenda

First Group Discussion: Short- and Long-Term Challenges

- Bike shop owner on the island – has a large front garage door that people normally congregate around – how do they form lines here, cannot all come inside or stand around – other businesses nearby – how do they handle the pedestrian flow on the sidewalks here
- Taxi owner and driver – social distancing, cleaning supplies, and cleaning after each rider – how will they do this – pickups at the boats and planes
- Nantucket hotel – how many to fit safely in each of different sized vehicles – guests are already asking for future reference – how quickly can we get feedback from the Town – guests are currently trying to make preparations for July and/or August

Live Chat Group

- We operate vans to transport our guests from the ferries to the hotels. What are the social distancing recommendations in this scenario?
- Agreed with previous question.
- From the Nantucket Inn – we also run shuttles too. Following previous...
- Is insisting on and offering PPE if the guests don't have it and cleaning frequently sufficient to satisfying new requirements?
- Can the Town provide masks for all arriving guests to have while on the island as a good will gesture and to assure everyone is protected as they arrive?

Breakout Group: What policies/orders/regulations could Town Boards put in place to assist your sector in overcoming these challenges? Focus on actionable recommendations.

Report: Two minutes and three ideas per group.

- **Group One:** First, supplies are in short supply – difficult to know where to buy supplies – second, need guidelines – restrict Uber drivers on the island – island drivers will not survive if outside drivers are taking business – third, protection for drivers – is there any timeframe for opening up – future task forces
- **Group Two:** Affordable rentals and a cyclery plus taxi and hotel – first, recommendations for sanitizing vehicles – taxis, delivery vehicles, sanitizing between customers – second, numbers – social distancing – from the boat, airport – not necessarily family – what are the recommended numbers and limitations – keeping people safe, guests and driver – third, pedestrian space – coming off the ferry, in the Town, access points – will be seeing more people on foot – more space to accommodate narrow spaces on the island

- **Group Three:** Guest Services Manager at Nantucket hotel – helps arrange transportation – first, signage – can we get guidance from the Town regarding crowd control especially near the ferry – signage for taxis and other vehicles before passengers get inside – second, sanitizing regulations – limited capacity – safety barriers inside vehicles – third, travel guidelines for arriving tourists – advertising on the ferry? – what can they expect and how will they know before they arrive
- **Group Four:** First, congestion and pedestrian traffic – police monitoring – people traffic – use some existing parking space for pedestrian traffic instead – second, with restaurants, café's, and other shops, high people traffic areas – maintaining social distancing in crowded areas – pedestrian traffic is paramount – maybe do not use the full road for vehicles – expand sidewalks or close off roads to vehicles completely – pick-up areas only in parking lots – use steamship area to divert traffic – boat areas – how exactly do we regulate pedestrian traffic and space

Live Chat Group

- Maybe we order magnetic signs for the taxis for all the state/town safety requirements
- Requirements for the taxis
- I think there should be a plan to designate places for signs. We want everyone to be aware of what is requested/required for safety and health, but we also do not want to go overboard. Effective and spaced out placement to cover as many folks as possible without it becoming all one sees.
- The town needs to look at A frame signs around town – allowing them

Second Group Discussion: What measures are you considering to protect the health and safety of workers and customers?

- Existing guidelines – cleaning boats between customers – scheduling issues – cleaning ticket offices – willing to email current measures if anyone is interested

Live Chat Group

- I think easing restrictions on signage is a good idea, however those “A frame” signs will also take up space where pedestrians walk in certain areas. Should be cautious of that.
- Thanks!
- Thank you all!

Thank yous and Closing

Appendix B: Sample Cleaning Procedure

Hy-Line Cruises provided the following procedure they have been following to keep employees and customers safe:

- Masks worn by all employees.
- Gloves worn by all outside staff.
- All doorknobs washed to disinfect after every boat. As well as when the cleaning ladies come to do the bathroom, they do all the knobs as well.
- Ticket offices/boat sprayed with disinfectant.
- Ticket agents wash hands after every boat and more than that.
- All computers that are in use get completely wiped down before each shift to disinfect as well as headsets and phones, radios, calculators, keyboards.
- Schedules are set up in the ticket office so that people work 3 to 4 shifts and then they have a long time off before they start their next set of shifts.
- Ticket agents work with the same person as much as possible to decrease contamination to another employee.
- Social distancing between ticket agents in the ticket office.
- Plexiglass up as well as stanchions to have customers at least six feet away from ticket agents in the ticket office.
- Marks on the floor so that people know what six feet actually is when they are standing in line to get their tickets or make a reservation.
- No actual line outside to wait for the boat so that it's much easier for people to keep the required six foot or more apart.
- Communication with all employees to make sure if they are not feeling well, they do not come to work regardless if it's a cold, stomach bug, or something else.
- The boat is disinfected. All hard surfaces wiped down between trips, high contact surfaces such as rails and handrails and tables are all wiped down after each trip. Crews are required to wear masks along with passengers.